



Rhode Island Department of Children, Youth & Families



The Rhode Island Training School



New Hope Diner Restoration Project

Established 2006

Images courtesy of the American Diner Museum and the New Hope Diner Project

Biennial Report for Fiscal Years 2006 & 2007

Fiscal Years 2006 and 2007 at DCYF were very eventful and special periods. This biennial report gives me the opportunity to reflect on the accomplishments and on the work ahead of us.

I am pleased to share this biennial report, which details our work and efforts to ensure the safety, permanency and well-being of the hundreds of children and families served by the department. This work has been possible because of the commitment, experience and dedication of our wonderful staff, strong community partners, and the Family Court under the leadership of Chief Judge Jeremiah Jeremiah, as well as our work with the Office of the Child Advocate.



Like many government and public institutions, during Fiscal Years 2006 and 2007 we faced the challenge of an increasing demand for services with shrinking fiscal and human resources. As the public sector struggles with these oppositional pressures, DCYF continues to develop different strategies to meet the demand for services, transforming our system and developing a culture of ongoing quality improvements that will yield strong outcomes for children and families.

In FY 2006 and FY 2007 DCYF engaged in an aggressive and fundamental reform to ensure the safety of the children in our care. Our energy and efforts have focused on:

- Protecting children by increasing and intensifying required criminal background checks and prior DCYF involvement.
- Preventing abuse and intervening early with at-risk families by strengthening partnerships with our provider community with the goal of providing wrap-around services and supports to the families in order to safely maintain children in their homes and communities.
- Obtaining approval from the federal government on the department's Child and Family Services Review Program Improvement Plan (PIP) to respond to the deficiencies found during the Federal Review in 2004.
- Creating the Office of Data and Evaluation with the primary responsibility for quality assurance measures and outcomes, and focused on assisting in the improvement of the quality of services;
- Consolidating various units within the department and reassigning existing staff to increase our customer and constituent services. The goal of this unit is to provide immediate access to information and education to families and the community at large as to the services available at DCYF and how to navigate our complex system.

The year ahead promises to be both challenging and ambitious as the department moves forward and strives to find better ways of servicing our children, families, and the citizens of Rhode Island. I trust that I can count on our committed staff and all stakeholders to do just that.

Sincerely,

Patricia H. Martinez, Director

Agency Overview

DCYF's Key Public Policy Responsibilities

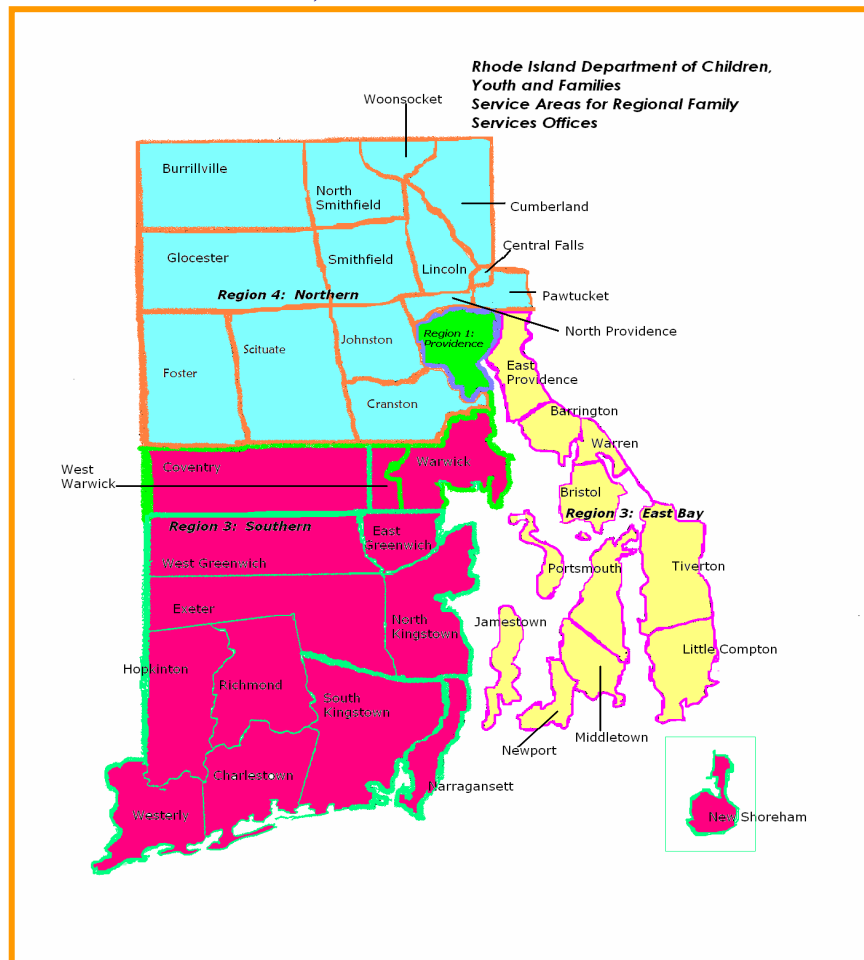
- **Child Welfare,**
- **Children's Behavioral Health**
- **Juvenile Corrections**

The Department of Children Youth and Families (DCYF), an agency within the Secretariat for Health and Human Services (EOHHS), is the single state agency with statutory authority to ensure that vulnerable children and families are provided with the supports they need to succeed. Working to mobilize the human, physical and financial resources available, DCYF plans, develops and evaluates a statewide comprehensive and integrated program of services

designed to ensure the opportunity for children to reach their full potential. Rhode Island is one of a small group of states which integrate the three major public responsibilities for children, youth and their families: Child Welfare, Children's Behavioral Health and Juvenile Corrections.

The Department has four (4) main divisions: Child Welfare [Child Protective Services, Intake, Case Monitoring, Family Services and Adoption Support], Juvenile Corrections [The Rhode Island Training School For Youth and Juvenile Probation and Parole], Children's Behavioral Health and Education [Contracts and Program Standards, Placement Services, Care Management Teams, Community Services, and Grants and Program Evaluation] and the Office of the Director and Support

Services [Management and Budget; Practice Standards; Legal Services; Data and Evaluation; Family, Community and Government Affairs; Human Resources; Licensing and Adoption Services, and Management Information Services]. In partnership with the RI College School of Social Work, the Department also co-manages the Rhode Island Child



Welfare Institute which provides training and staff development services for Department staff.

In 1994, as part of our effort to increase our ability to address the needs of families within their own communities, the Family Services components of the Child Welfare Division decentralized into four (4) regions (see map on previous page). Juvenile Probation offices are co-located with the Providence, East Bay and Northern Regions with additional Juvenile Probation and Parole offices located in Cranston, Wakefield, Newport, Warwick, Woonsocket and in the Providence Public Safety Complex. The Rhode Island Training School for Youth is located at the Pastore Complex in Cranston. Child Protective Services, Children's Behavioral Health and Education and most management support services are located in our Providence Office.

Vision, Mission and Guiding Principles

Our Guiding Principles:

Our Vision:

As active members of the community, we share a vision that all children, youth and families reach their fullest potential in a safe and nurturing environment.

- A system of care for children who require our intervention should be school-linked, integrated across all DCYF divisions and among external partners, and culturally relevant with emphasis on prevention and early intervention;
- When the natural family is unable to care for a child/youth it is our responsibility, in as timely a manner as possible, to ensure the child/youth is provided permanency in his/her life in a safe, stable and nurturing environment which can include adoption, guardianship or independent living;
- All children and youth should be transitioned from public care with the supports, skills and competencies necessary to ensure stability and permanency;
- Families and DCYF Staff, foster families and service providers are partners in the provision of timely and appropriate high quality care and must possess the requisite knowledge, attitude and skills;
- Partnership requires open, honest and respectful communication fostering an awareness of the quality of services and clear and

To fulfill our mission, we believe that:

- The family, community and government share responsibility for the safety, protection and well-being of children through a system of care which is family-centered and community-based;

Our Mission:

To assist families with their primary responsibility to raise their children to become productive members of society; to realize our obligation to promote, safeguard and protect the overall well-being of culturally diverse children, youth and families and the communities in which they live through a partnership with families, communities and government; to maximize the safety, permanence and well-being of the children, youth, families and communities we serve.

agreed upon authorities and responsibilities;

- Staff at all levels should be held accountable to a professional code of conduct;
- As an invaluable resource, staff are entitled to a safe, supportive work environment that fosters professional development;
- Quality improvement is an on-going process, utilizing best practices and external and internal performance standards aligning research, policy, evidence-based practice, training and outcome evaluation;
- To support the system of care, fiscal accountability should be ensured through performance-based budgeting, increased efficiencies and revenue enhancements.

DCYF DEMOGRAPHICS

The Department has seen a steady increase in the number of children served in each of the last three fiscal years. As **Chart 1** shows, the Department served 10,260 children (unduplicated count within a single fiscal year) in FY 2005 and 11,846 children in FY 2007. **Chart 2** shows the increase in children active with DCYF between FY 2005 and 2006, between FY 2006 and 2007 and between FY2005 and FY 2007. As this indicates, the percentage of children active with the Department has increased by 15.4% in two years.

Chart 1: Children Active with DCYF Fiscal Years 2005, 2006 & 2007 (unduplicated count of children active with DCYF within a single fiscal year, excluding subsidized adoption) (Source: DCYF RICHIST)

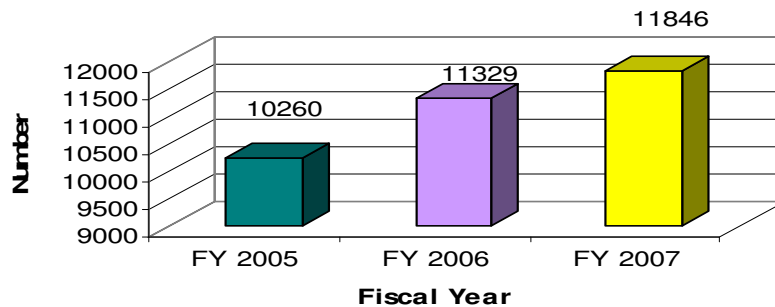
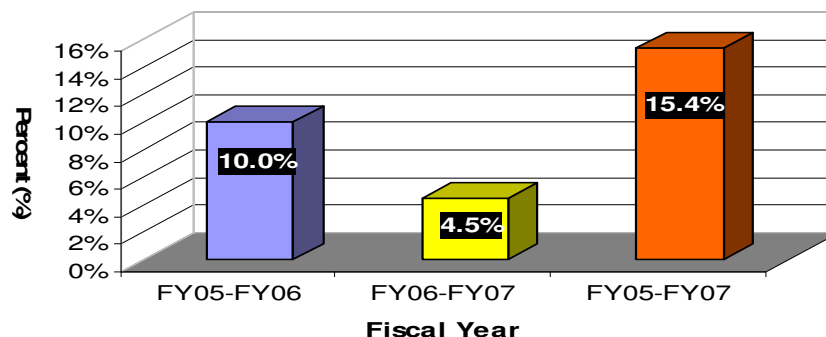
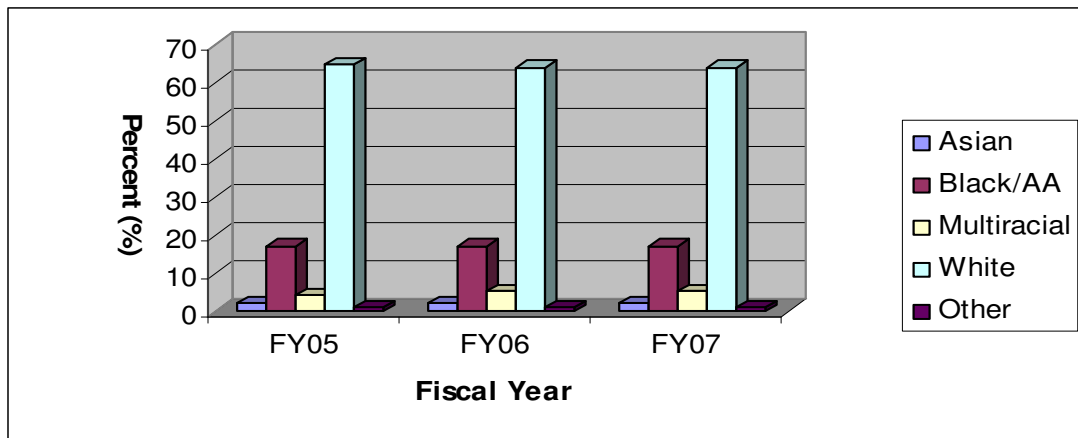


Chart 2: Percent Change of Active Children in DCYF FY 2005-06, FY2006-07 & FY 2005-07 (unduplicated count of children active with DCYF within a single fiscal year, excluding subsidized adoption) (Source: DCYF RICHIST)



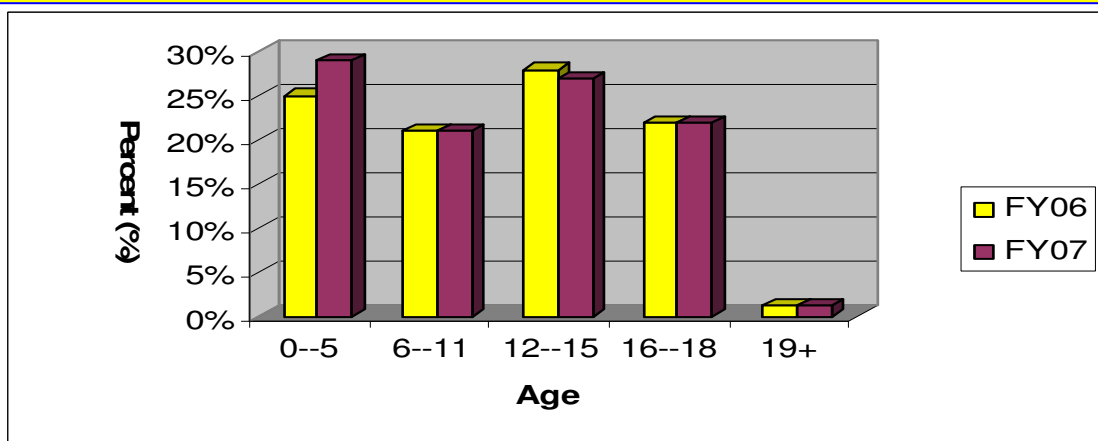
The percentage of children active with the Department by race remained relatively static over the past three fiscal years, with approximately 64% identifying as White, 17% as Black/African American, 5% as Multiracial, 2% as Asian and 1% as other (**Chart 3**).

Chart 3: Children Active with DCYF by Race Fiscal Years 2005, 2006 & 2007 (unduplicated count of children active with DCYF within a single fiscal year, excluding subsidized adoption) (Source: DCYF RICHIST)



Similarly, the percentage of children active with the Department by age group has remained relatively static with the FY 2007 percentage breakdown as follows: 0-5 years old, 29%; 6-11 years old, 21%; 12-15 years old, 27%; 16-18 years old, 22%; and 19 years old and older, 1.2%. The only age group to show a significant change was the 0-5 age group which showed a 4% increase from FY 2006 to FY 2007 (**Chart 4**).

Chart 4: Children Active with DCYF by Age Fiscal Years 2005, 2006 & 2007 (unduplicated count of children active with DCYF within a single fiscal year, excluding subsidized adoption) (Source: DCYF RICHIST)



DCYF FINANCIAL FY 2006 & FY 2007 OVERVIEW

From FY 2006 to FY 2007, the Department's budget increased \$26,221,737, or 9.1%. Nearly 85%, or \$22,246,217 of this increase occurred in the area of Grants and Assistance (**Chart 5**). This program area, encompassing nearly 70% of the Department's budget, primarily funds services to children and families who are involved with the Department.

These services, provided largely by private, not-for-profit community agencies, range from psychiatric hospital services to home-based parent aid services. While a significant portion of these funds pay for residential treatment services, the Department is making progress on shifting to services that are more community-based and provide assistance in the child's home, neighborhood and school.

The funds needed to support the Department and services come from two major sources: state General Revenue funds and Federal funds (**Chart 6**). While we do not generate these revenues, we are provided a

portion of general revenue funds by the General Assembly. These funds are acquired through such mechanisms as the state personal income tax, the state sales tax, the state capital gains tax, the lottery and other sources.

Our federal funding comes from twenty-five federal reimbursement programs with the majority from the following: Medicaid (FY 2007: \$83,977,350), Title IV-E of the Social Security Act (FY 07: \$13,301,994), Adoption Assistance (FY 07: \$8,775,311), Temporary Assistance to Needy Families (TANF) (FY 07: \$7,853,438) and Promoting Safe and Stable Families (FY 07: \$2,156,407).

Chart 5: DCYF Expenditures by Program FY 2006 & FY 2007 (Source: DCYF Management and Budget)

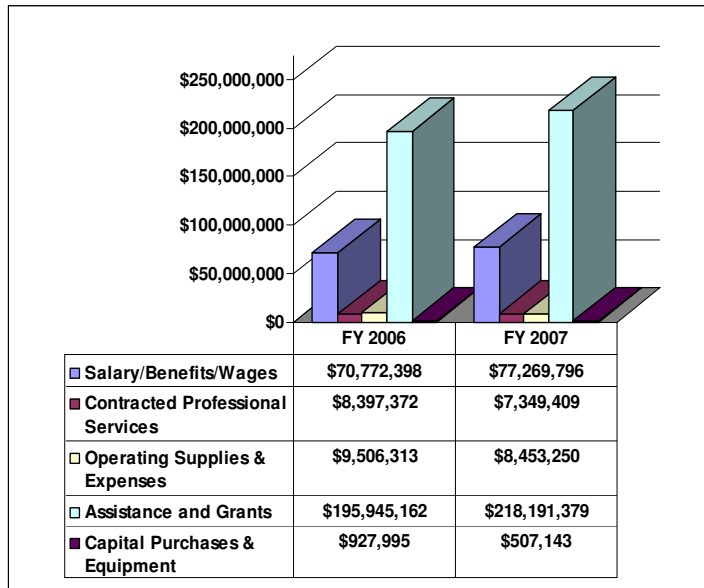
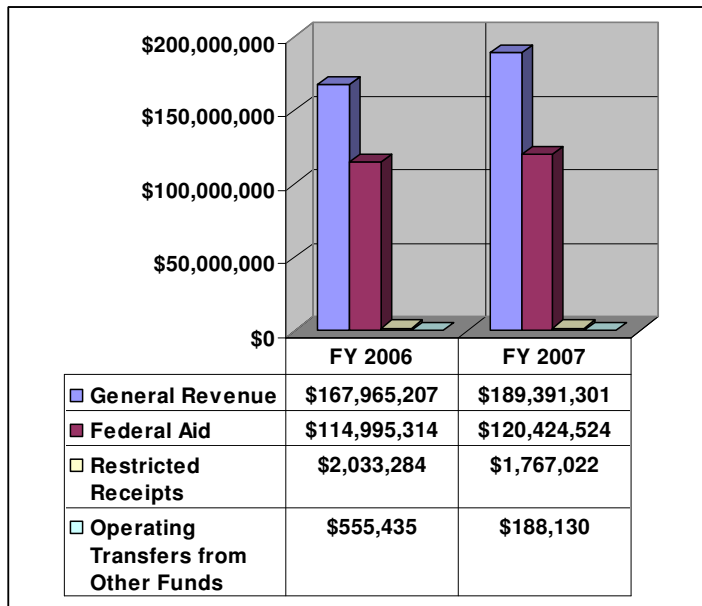


Chart 6: DCYF Sources of Funds FY 2006 & FY 2007 (Source: DCYF Management and Budget)

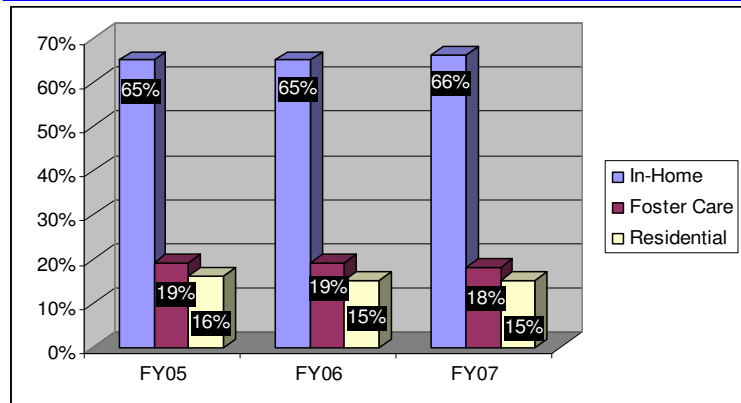


TRANSFORMING OUR SYSTEM OF CARE

The public often views DCYF as an agency which disrupts families by removing children from their home and placing them in residential treatment settings for long periods of time.

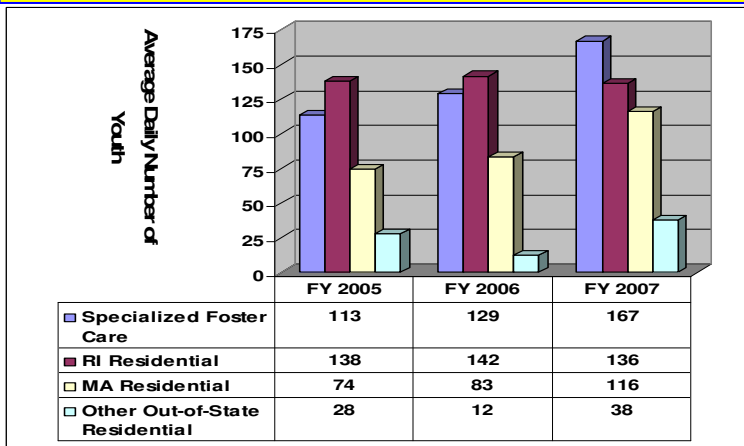
In our efforts to change this perception and to transform the our System of Care, we continue to make concerted efforts to change our practice, culture and services, with the ultimate goal of keeping children safe and, as much as possible , in their own homes and communities. **Chart 7** shows that most children active with DCYF actually remain in their own homes. During each of the last three fiscal years, approximately sixty-six percent (66%) of children were served in their own homes by DCYF or

Chart 7: Children Active with DCYF by Percentage of Placement Type (duplicated count) Fiscal Years 2005, 2006 & 2007 (Source: DCYF RICHIST, excludes subsidized adoptions)



DCYF-funded services; nineteen percent (19%) were served in relative or non-relative foster homes; and fifteen percent (15%) were served in residential settings.

Chart 8: Daily Average Number of Youth Placed in Fee for Service Placements FY2005-FY 2007 (Source: DCYF RICHIST)



2006. As can be seen, the total for all program types has increased from year to year with a significant increase in FY 2007 (a 25% increase from FY 2006 to FY 2007). This includes a 29% increase in the use of specialized foster care, an intensive foster care program which is both a treatment effective and cost effective alternative to residential treatment. While it also shows a 22% increase in our overall use of residential fee for service placements from FY 2006 to FY 2007, some of this increase is due to a purposeful shift from fixed bed contracts to fee for service contracts which give the Department greater flexibility and more options when trying to tailor services to the needs of specific children and their families.

Community Based Partnerships

The Department recognizes the need to transform our system of care from one which is heavily dependent on costly residential services to one which focuses on providing the breadth and depth of quality, community based services which support families early, preventing the removal of children from their homes unless safety is of concern and sustaining families and children within their home communities. While we have a strong base of community services, we continue to work closely with our parents, providers, advocates and our sister state agencies to build on this base and create an even stronger foundation of support.

Over the past few years we have closely examined our system, identified its strengths and challenges, listened to the voices of our partners and, either under our leadership or that of our community partners, we have launched some significant new efforts. These include locally driven efforts such as:

- The Woonsocket Initiative which brings a host of community agencies to one table with DCYF to analyze specific cases, identify the needs of those children and their families, identify services which should help those families and children and immediately link those families and children to agencies in their community which will help them address their challenges;
- The Family Resources Foster Family Support Initiative in our Northern Region and the Family Services Kinship Support Initiative in our Southern Region. These twin initiatives address the cry for help from many of our foster families, especially kinship families, and are aimed at providing these families with the supportive services, including respite services, they need to work successfully with children in DCYF care.

Redesigning the System of Care

For several years the Department has been working at various levels to redesign our system of care, both internally and externally. Building on the work of the *Rhode Island System of Care Task Force* and the DCYF Service Delivery Redesign Team, these past two years have been particularly productive in advancing our system toward one which is community-based and family-driven. The Department launched two system transformation efforts in FY 2006 and FY 2007:

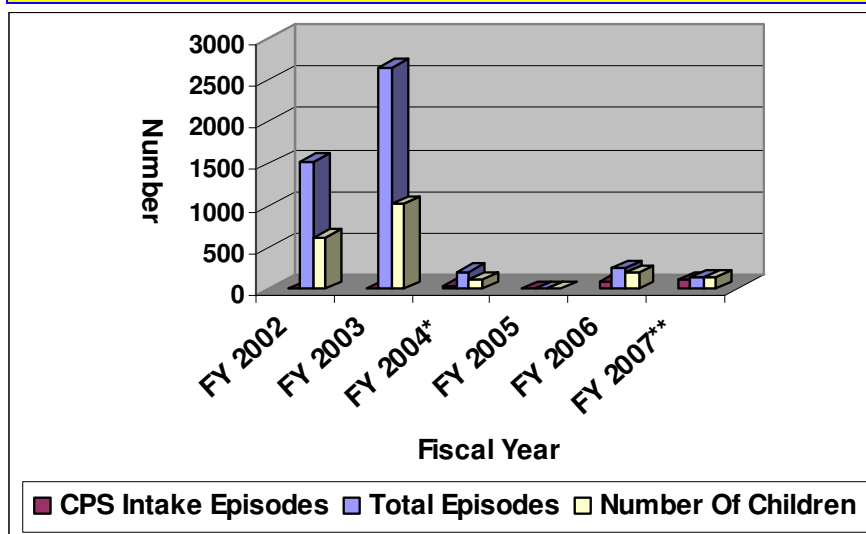
- **Child Protective Services Case Monitoring Unit:** Developed in 2006, this unit within Child Protective Services provides more intense service coordination and monitoring to families where maltreatment has occurred or is highly likely to occur but where the family is committed to making lasting changes. In the past many of these families were brought before the RI Family Court due to the complexities of the presenting issues. Now, the Case Monitoring Unit works with these families, many of whom have severe and/or chronic issues they are experiencing, to help them successfully engage with community based services and reduce the likelihood that they will be the subjects of a child protective investigation.
- **Kid's Link RI:** This venture, launched in Fiscal Year 2007, is a partnership with eight of Rhode Island's private, community based community mental health centers. Kid's Link RI is the state's first centralized, emergency hotline for children in emotional crisis and suffering from behavioral problems or mental health issues.

This 24-hour a day, 7 days a week, 365 days per year crisis hotline connects parents and caregivers within 15 minutes to a licensed mental health clinician with experience working with children who will assist the family with gaining access to the most appropriate counseling or treatment. If a face-to-face assessment is needed, this clinician will ensure that a qualified clinician will meet with the child and family within two hours of the initial call in the safest location convenient to the family.

Designed to help families access the community based services they need to keep their children safe in their own homes, Kid's Link RI is also intended to reduce the likelihood of children in emotional crises showing up at often ill-equipped hospital emergency rooms or being hospitalized in psychiatric hospitals. While it is too early to measure the outcomes of this program, we estimate that nearly 250 publicly funded children will benefit from Kid's Link RI on a monthly basis.

These and numerous other efforts on the part of DCYF staff and provider agencies led to the vacating and dismissal of the so-called "Night-to-Night" Federal Court Consent Decree which the Department had been under since 1988. **Chart 9** shows the dramatic decrease in the use of Night to Night Placements¹ from Fiscal Years 2002 to 2007², with the total number of Children placed on Night to Night status decreasing from a high of 618 in FY 2002 to 139 in FY 2007. At the same time, the number of total episodes³ of Night to Night placement decreased from 1,533 total episodes in FY 2002 to 151 total episodes in FY 2007.

Chart 9: Night to Night Placements FY 2002-FY 2007 (Source: DCYF Placement Unit)(*CPS Intake Episodes first fully recorded in FY 2004; **FY 2007 data includes only 11 months of data, does not include June 2007)



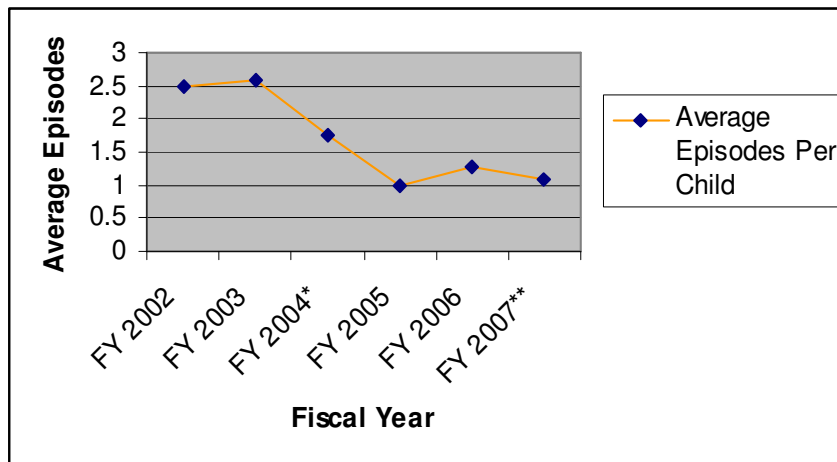
¹ A night-to-night episode is defined as the placement of a single youth on a given night in a program for other than the intended use of that program. The number of episodes is usually greater than the number of individual youth placed on night-to-night status that week. Each night a youth is in night-to-night placement is counted as a separate episode. For example, if an individual youth is placed for three consecutive nights, this is counted as three (3) episodes.

² Night to Night Placement data for Fiscal Year 2007 includes 11 months of data, through May 2007.

³ This number include episodes related to children removed from their homes on an emergency basis due to safety concerns as well as episodes related to children who are being placed in a temporary placement until a long term placement is identified.

Of the 151 total episodes in FY 2007, there were 116 CPS Intake episodes⁴ (or 92%) due to the removal of a child on an emergency basis because of safety concerns for the child. The average number of episodes per child (**Chart 10**) also decreased from an average of 2.5 episodes per child in FY 2002 as compared to 1.09 episodes per child in FY 2007.

Chart 10: Average Night-to-Night Episodes Per Child FY 2002-Fy 2007
(Source: DCYF Placement Unit)



On July 24, 2007, based on the agreement of the Office of the Child Advocate and DCYF, Senior United States Judge Ronald R. Lagueux ordered the vacating and dismissal of the original consent decree as well as the two amended consent decrees.

Additionally, the Department continues to move forward with

other significant strategies which we believe will be the impetus for further transformation to a family and community based system of care for children and families. These strategies include:

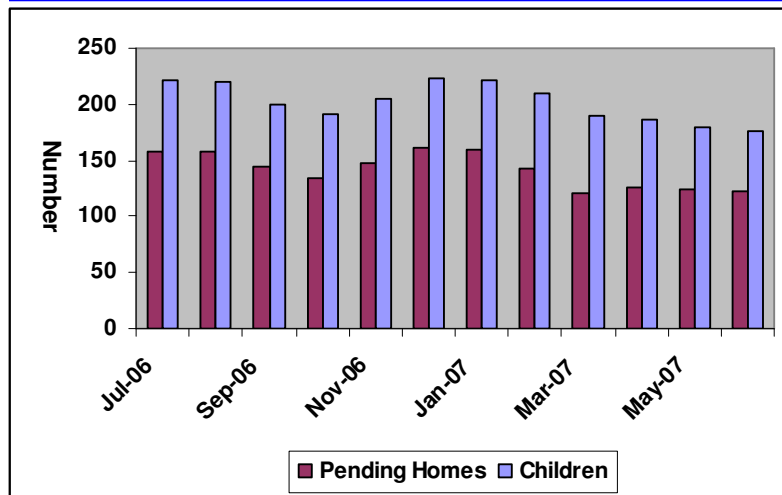
- Family Care and Community Partnerships (FCCP):** This project, in the development stage for several years, is expected to be formally launched in FY 2008. Major milestones were reached in throughout 2007, including focus groups held with parents, foster parents, community providers and other key stakeholders outlining the concept of the model and garnering important feedback to be used in the development of the final program model. The Department intends to award contracts to four lead agencies within designated geographic areas of the state. These lead agencies will coordinate a continuum of services offered by a network of providers within each lead agency's respective geographic area. This continuum will focus on providing wraparound services that are evidence-based, family-based, and least restrictive, with a particular emphasis on the identification and inclusion of flexible, less formal supportive networks for children and their families. This approach is expected to substantially reduce the need for DCYF intervention and avert utilization of the more costly and intensive residential treatment level of care, especially in light of the growing body of research demonstrating that residential treatment generally does not result in better outcomes for children, youth and their families.

⁴ FY 2004 is the first full fiscal year in which the Department tracked CPS Intake Episodes separate from total episodes as Child Protective Investigators must frequently make a decision, often in the middle of the night, to remove a child from their home on an emergency basis to ensure the safety of the child.

- **Network development:** Similar to the work being done to develop the FCCP, the Department, in collaboration with the Department of Human Services, is examining our system of providing residential treatment services to children with an eye toward developing stronger, more effective coordination of services which we anticipate will lead to a reduction in lengths of stays, more effective treatment interventions with the child and family during the residential phase and more effective transitions from residential care to community based services provided in the child's home.
- **Aftercare Services for Youth Aging out of Foster Care:** For several years the Department has been reviewing our services to older youth with an eye to developing more effective methods of preparing youth to become successful adults. The passage of Article 22 of the FY 2008 Budget removes youth age 18-21 from the jurisdiction of the Family Court as of July 1, 2007. This in turn is pushing us to move much more rapidly in the area of aftercare services for youth age 18 and older. The Department developed some initial strategies before the end of the fiscal year to address this need and intends to work with youth, staff and community providers to develop a more effective aftercare delivery system within the first few months of FY 2008.
- **Permanency Teams:** Effective child welfare practice is predicated on ensuring that children and youth are either reunified with their families in as short a time period as possible or connected to some other permanent, lifelong relationships with caring adults. As part of our effort to decrease the time toward achieving permanency for children in DCYF care, the Department is developing Regional Permanency Support Teams. While still in the development stage, the Department envisions this initiative to be a collaborative effort between DCYF staff and community providers which is focused on ensuring that every child who is unable to be reunified with his/her parent(s) is assured lifelong connections with extended family, siblings, or other significant adults who support connections to family history and tradition, race and ethnic heritage, culture, religion and language.

- **Licensing Division Redesign:** We have begun the process of redesigning our Foster and Child Care Licensing Division to one which is more customer-friendly and focused on ensuring that our foster homes, child care centers, group homes and other licensed facilities

Chart 11: FY 2007 Foster Homes Pending Licensure For More Than 6 Months & Children Placed In Those Homes (Source: DCYF RICHIST, Point in Time Data)



are safe environments for children and are held to high standards of practice. The increased efficiencies we've created resulted in a 23% reduction in the backlog of foster homes pending licensure during FY 2007 and, during the same time period, we saw a 20% in the number of children placed in homes pending licensure for more than six months (**Chart 11**).

- **Office of Family, Community and Government Affairs:** We created this new support unit by pulling together existing staff from throughout the agency. The purpose of this Office is to provide support to operational and other support divisions in the areas of youth development, community relations, government affairs and constituent affairs. During its formative years, staff from this Office have focused on formulating and implementing new approaches to working with older youth in care and after they leave our care, enhancing our presence with community groups, building stronger relationships with state and federal elected officials and, under the direction of one of our vital administrative support staff members, enhanced our ability to respond quickly and effectively to constituents. As can be seen in **Chart 12**, the volume of calls decreased from Calendar Year 2006 to Calendar Year 2007, while **Chart 13** shows the concerns raised in a majority of the constituent calls in 2007 were fully addressed within 24 hours to 2 weeks, with only a small number taking up to a month to fully address.

Chart 12: DCYF Constituent Call Volume Calendar Year 2005 – Calendar Year 2007(Source: DCYF, Office of the Director)

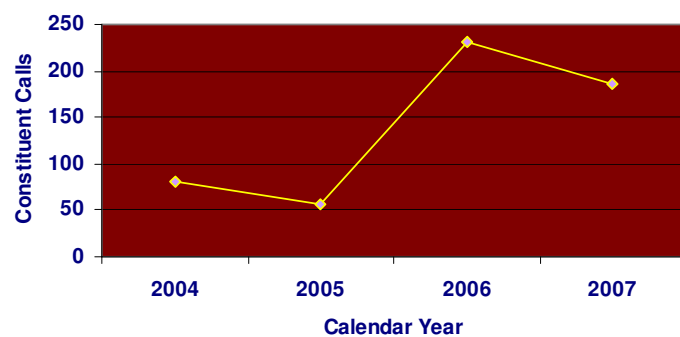
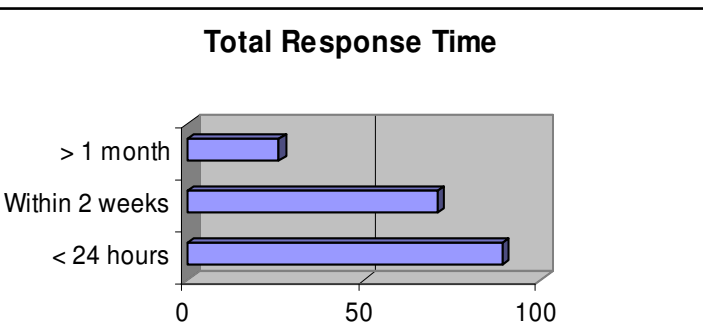


Chart 13: DCYF Constituent Call Time to Completion Calendar Year 2007 (Source: DCYF, Office of the Director)

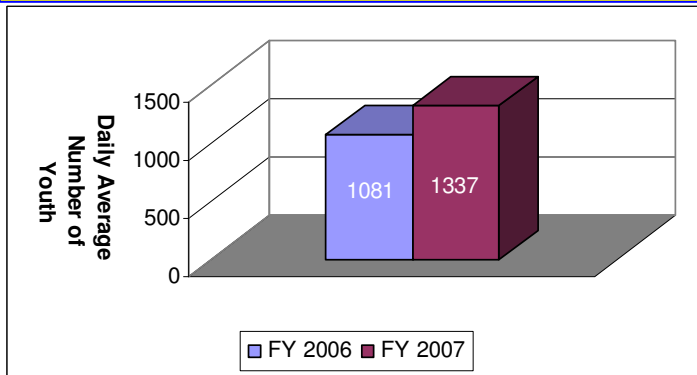


Juvenile Corrections: RI Training School and Community Corrections

The Department's Division of Juvenile Corrections plays an integral role in helping to restore safety to schools, neighborhoods and communities where safety is of concern and to ensure that all of Rhode Island's communities become safe communities. Youth involved with our Juvenile Corrections system are placed there by an order of the RI Family Court.

Juvenile Probation and Parole works to rehabilitate youth in the community to ensure public safety and full compliance with Court orders and conditions of probation. **Chart 14** shows the daily average number of youth on probation in each of Fiscal Year's 2006 and 2007.

Chart 14: Daily Average Number of Youth On Probation in FY 2006 & FY 2007 (Source: DCYF RICHIST)



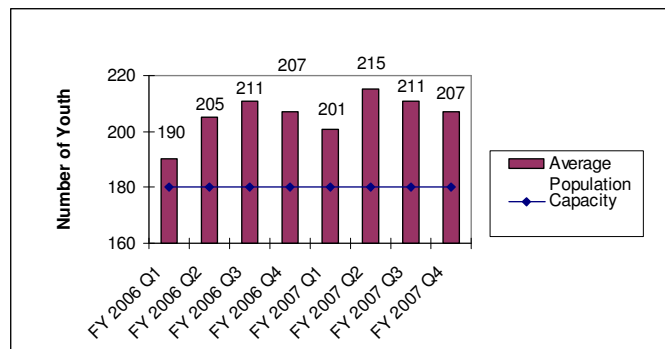
The Department saw a 24% increase from FY 2006 to FY 2007 in the daily average number of youth on probation/parole, with the lowest daily count being 1,022 youth and the highest daily count being 1,469 youth.

The average daily population of the Rhode Island Training School was 201 in the first quarter of FY 2007 and rose to 207 in the first quarter of FY 2007 (**Chart 15**). The capacity for the current facility is 180.

Our physical plant is one of the last remaining barriers to ending our nearly 30 year old Federal Court Consent Decree. The conditions of the buildings are poor and the layout of the campus limits our ability to conduct effective programming.

Several years ago, the Department embarked on a comprehensive plan to redesign this component of the agency. In collaboration with our staff, community partners, Governor Carcieri and the General Assembly, we developed and are implementing a plan to build a state-of-the art facilities for pre-adjudicated and adjudicated youth, coupled with a new focus which ensures that youth involved with the juvenile justice system are served in the least restrictive setting based on their treatment needs and their level of risk to their communities, their families and themselves. Youth requiring some level of highly secure residential services will be provided treatment, educational and vocational services aimed at preparing them to leave the Training School and become productive citizens.

Chart 15: Rhode Island Training School - FY 2006 & FY 2007 Average Daily Population by Quarter (Source: DCYF RICHIST)

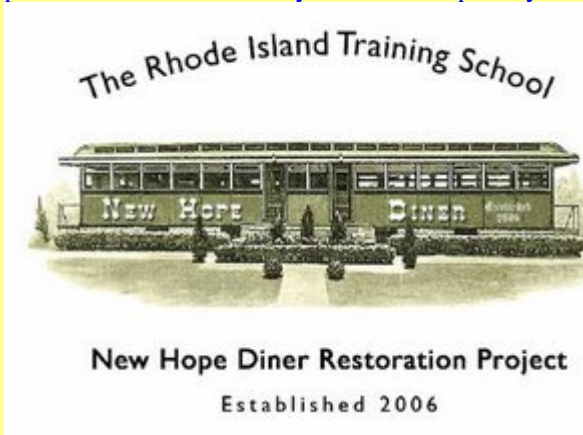


Moving Ahead

This report has outlined for you the immediate goals of DCYF; our vision, mission and guiding principles; and a summary of our successes in FY 2006 and FY 2007. We are an agency committed to becoming a national leader in working with children and families who are in need of the support of the state. With the collaboration of our staff, community partners and families, we believe that, over the last two years, we have built a solid

SPOTLIGHT ON THE NEW HOPE DINER PROJECT AT THE RHODE ISLAND TRAINING SCHOOL FOR YOUTH

The New Hope Diner Project, the brainchild of John Scott, Community Liaison for the RI Training School, is a collaborative effort between the Division of Juvenile Corrections of DCYF, Bryant University, the New England Institute of Technology, Struever Brothers Eccles and Rouse, Angelo's Civita Farnese, the American Diner Museum and others. Post Secondary students (youth who have acquired their GED or High School diploma) at the Training School work to restore vintage American Diners with the goal of putting these diners back into operation. The partners in this collaborative focus on helping youth improve their job readiness skills, develop leadership skills, and provide youth with marketable skills in construction, historic restoration and preservation, and culinary arts and hospitality.



Youth are currently working on the restoration of three diners all originally built by the Worcester Lunch Car Company: The Louis Diner (1930 – Concord, NH), Hickey's Diner (1947 – Taunton, MA) and The Sherwood Diner (1940 – Medford & Worcester, MA). The Project is seeking other diners for restoration in the future with the potential for one to be operated by the Training School youth as a small business venture. The Project is also looking to identify new partners and new ways to financially support their efforts.

See Page 17 of this report for a related, **EYE-OPENING**, opportunity!

foundation upon which to build and achieve positive outcomes for children and families. While we have made great strides, we know that we have much more work to do. Our goals for FY 2008 include the following:

- Completing the research and design phases for the FCCP, publicizing a Request for Proposals (RFP) for the FCCP, contracting with qualified partnerships and launching FCCP's in each of our Regions;
- Significantly improving on the safety, permanency and well-being outcomes of the Child and Family Service Review by implementing our Program Improvement Plan;
- Developing and implementing licensing standards for outpatient Children's Behavioral Health programs;
- Opening the new Youth Assessment Center and the new Youth Development Center for youth involved with our juvenile justice system and redesigning our Juvenile Justice System.

We know that we cannot accomplish these goals without the support and assistance of the people of Rhode Island. We look forward to working with you to achieve our vision of safe homes, safe schools, safe neighborhoods and safe communities.

Executive Staff

Patricia H. Martinez, Director
Jorge Garcia, Deputy Director
Thomas Bohan, Executive Director
for Administration
Kevin Aucoin, Associate Director,
Legal Services
Joanne Lehrer, Chief of Staff
Mike Burk, Assistant to the Director
and Executive Director
Brian Peterson, Chief Financial
Officer
Janet Anderson, Assistant Director,
Children's Behavioral Health and
Education
Warren Hurlbut, Superintendent,
Rhode Island Training School for
Youth
Colleen Caron, Chief, Data and
Evaluation
Leon Saunders, Chief Information
Officer
Kevin McKenna, Assistant Director,
Juvenile Probation and Parole
Dorothy Hultine, Chief, Office of
Practice Standards

Child Abuse and Neglect Hotline

To report suspected child abuse and/or neglect, please call 1-800-RI CHILD (1-800-742-4453). Any person making such a report may choose to keep their identity anonymous.

Additional Resources

The Department has numerous resources available to the public and to public officials that can assist you. This includes links to services as well as numerous publications – studies, reports, policies and regulations – available for you to use. Below are some web links for you to use to access these resources:

Web Links

DCYF Website: <http://www.dcyf.ri.gov>

Rhode Island Program Improvement Plan and Data and Evaluation:

http://web.dcyf.org/docs/pip_final.pdf

http://www.dcyf.ri.gov/data_evaluation.php

Frequently Asked Questions about DCYF:

<http://www.dcyf.ri.gov/programs.php>

Studies, Reports and Regulations:

<http://www.dcyf.ri.gov/docs/index.php>

Resources and Services:

DCYF Services:

<http://www.dcyf.ri.gov/programs.php>

New Hope Diner:

<http://www.hickeysdinerrestoration.blogspot.com/>

Kid's Link RI:

<http://www.gatewayhealth.org/KidsLinkRI.asp>

Acknowledgements

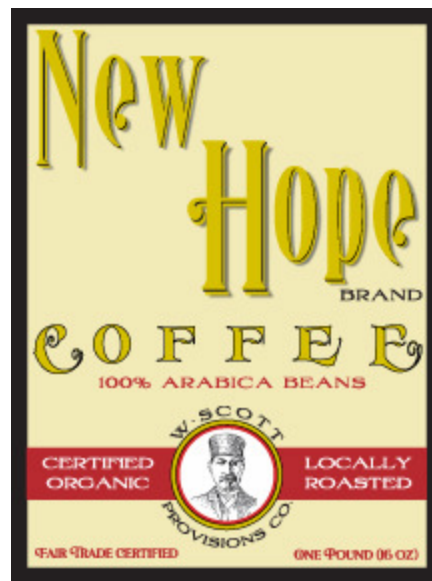
Editor: Mike Burk, Assistant to the Director and Executive Director

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***Your purchase helps
provide youth
training and
employment
opportunities
through the
restoration and
operation of historic
American diners!***

In an effort to help keep the project self-sustaining, the New Hope Diner Project launched its own coffee line. New Hope Brand Coffee, is Certified Organic and Certified Fair Trade, is a perfect

blend of bright, lively Central American beans complemented with undertones of dark caramel and a dash of dark roast.



All proceeds from New Hope Brand Coffee sales go to the New Hope Diner Project which provides educational, vocational and employment opportunities to the youth in the care of the Department of Children, Youth & Families, Division of Juvenile Correctional Services.

To order New Hope Brand Coffee please visit:

<http://www.americandinermuseum.org>

